

Access to Microfinance & Improved Implementation of Policy Reform (AMIR 2.0 Program)

Funded By U.S. Agency for International Development

Teambuilding and Work Planning Workshop



Deliverable for Admin, Task No. 1.7
Contract No. 278-C-00-98-00029-00

January 2000

This report was prepared by Ms. Cathryn Goddard from Coverdale Organization, Inc., in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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Executive Summary

Senior professionals from the AMIR Program and invited guests participated in a three-day Team Building and Workplanning Workshop, including representatives from:

- Ministry of Planning
- Investment Promotion Corporation
- Amman Chamber of Commerce
- Business and Professional Women's Club
- Jordan Trade Association
- Young Entrepreneurs Association
- Jordan Computer Society
- Jordanian Women's Development Society
- Ahli Microfinancing Company
- Cooperative Housing Foundation
- Securities Depository Center
- Amman Stock Exchange
- Jordan Securities Commission
- United States Agency for International Development (USAID)
- Jordanian-US Business Partnership
- Chemonics International
- The Services Group (TSG)
- Center for International Private Enterprise (CIPE)
- CDG-Al Jidara
- International Business Legal Associates
- Coverdale Organization, Inc.

The purposes of the workshop were to allow participants to:

- Exchange information between partners and help them to get to know each other better, clarifying their :
 - Progress to date
 - Outstanding issues
 - Roles and responsibilities.
- Strengthen cooperation between partners and external stakeholders
 - Jordanian organizations
 - USAID
 - Home Office
 - Field Office.
- Develop a shared vision of how to move forward together, including specific suggestions to strengthen the workplans
- Practice participatory methods in the retreat that will help the team when they return to work in their offices.

The first two days of the workshop focused on teambuilding and workplanning for the internal team. The third day obtained input from key Jordanian stakeholders. Participants worked first in internal teams, moved to crosscutting themes to strengthen teamwork across components, and concluded in component teams to advance the workplanning process.

Acknowledgments

The Coverdale Organization had the pleasure of facilitating the AMIR Teambuilding and Workplanning Workshop. We would like to thank each member of the team for their remarkable efforts in generating enthusiasm, good will, creative approaches, and, most important, commitment. Your diverse knowledge, skills, disciplines, experiences and personal interests represent vital resources to this team.

This is your document and based on your work. We are proud to have facilitated your efforts. You chose to work together, giving wholehearted support, putting in long hours, to make this workshop a success. Each of you chose, individually and as a team, to look for shared purposes and demonstrate respect for each other in producing the contents of this document.

Government of Jordan and Jordanian Private Sector

AMIR combines the efforts of many Jordanian organizations committed to achieving complicated policy objectives through coordinated efforts. The rich combination of top business and public sector officials reflected the teamwork necessary to achieving policy change, and more important, implementation.

Government of the United States of America

USAID Jordan is committed to fostering a spirit of teamwork between itself and its partners. From project onset, the Mission has encouraged cooperation and a participatory approach among the various partners.

The full time presence of the Contracting Officer's Technical Representative, Jamal Jabiri, Rula Omeish and Rula Dababneh, indicated to all participants the deep commitment the Agency has to a spirit of teamwork and cooperation.

In addition, Mohammed Yassin, Khaled Al Naif, Maha Mousa and Jon Lindborg, Director of the Office of Economic Opportunity participated actively during the days they attended. The level and numbers of USAID staff who eagerly joined in the brainstorming efforts is a tribute to shared vision of the effectiveness of participatory approaches that pool information from a broad spectrum of sources.

Subcontractor Partners

This complicated program involves cooperation from multiple contractors, each one comprised of consortia of excellent organizations. Each worked methodically to focus on the shared objectives in a touching spirit of mutual respect, in preparing for the workshop, during it, and in following through on the report itself. We are pleased to acknowledge their efforts

AMIR Field Office

Every person in the field office contributed directly to the success of the workshop, from office support staff to the driver, from the administrative assistants and receptionist to the Chief of Party. All pitched in to support our efforts.

The workshop would not have succeeded without the support and guidance of the Chief of Party, Steve Wade. His consistent support for participants and all members of the workshop staff, as well as his recognition of the challenge represented by a workshop of this scale and nature, enabled us to perform under what are inevitably a stressful, high risk circumstances.

Home Office Staff

Peter Bittner, Chemonics International's Senior Vice President, Middle East, set the tone of the workshop in his welcoming remarks Tuesday morning. He provided an overview of the project, helping everyone see how the pieces fit together. He also talked about what constitutes success, mentioning a woman who had worked here who, when she was leaving, had been thanked by one of the guards for her commitment and for being a model to others.

He also then made the connection to future generations, reflecting that we cannot know how we influence each other, motivating the team to be patient when dealing with tough situations. He concluded by reminding us all to remember our purposes, for knowing why we're here is what keeps us going.

Richard Dreiman played a key role before the workshop began in developing the scope of work for the assignment and in following through on its delivery in the office, in the halls and in the teams.

Logistics Team

Under the leadership of Andy Griminger, the newly formed administration unit did an excellent job of the difficult task of logistics.

Ensuring there are enough markers and half sheets, that name badges are spelled right or corrected quickly is often a thankless task, fraught with difficulties, given the number of things that can go wrong. Taking care of timely transportation of people and supplies, assembling binders and materials, arraying them in an attractive manner, each of these steps contributes to an image of order and purpose, which encourages participation.

A special thanks to Wafa Qassis who pulled this event together from the initial meetings to the final draft of this report and is probably the central figure in it's having been a success

Facilitation Team

While Coverdale had the lead responsibility for designing and managing the workshop, successes were a team effort on the part of the many people who worked as on-stage or back-stage facilitators. These individuals took time from their busy schedules to participate in the training sessions that ultimately allowed five very different groups to work to common purposes and common methods. Congratulations to you all!

The art of facilitation is often not in what you say, but rather how well you listen. While the entire AMIR staff facilitated the interaction of participants in the workshop, special thanks are due to these facilitators for their gift of attention and support to the Gold, Red, Ivory, Green, Orange and Blue Teams.

Their listening and observation are what allows the smooth operation of the workshop, the adapting of the schedule and the tasks to suit participant needs. That gift we can give to any team we are a part of. We are grateful for their serving as beautiful models of the spirit of teamwork and cooperation. May they motivate each of us to do the same in our own teams!

Facilitating a workshop mirrors the process of facilitating policy reform. Every member of the facilitation team was a leader in his or her own right, but each chose to support the team rather than draw attention to themselves. Their teamwork made them a joy to work with.

What is the purpose of a report like this? Is it the result of the workshop? No, hopefully the real result of the workshop is enhanced performance of the AMIR Team. Like the beautiful photographs from the workshop, the report is a reminder to us of what we accomplished together and an inspiration for future cooperation.

May the spirit of teamwork during the workshop and its participatory, facilitated process serve as a model for the entire team to share with others as you pursue your shared objectives.

Although USAID sponsored the program, the Chemonics International managed it and Coverdale facilitated the process, the results of the workshop came from the creative minds of participants, based on their collective knowledge, skills and experiences. The three-day process resulted in renewed commitment to economic development and policy reform, as well as to establishing a flexible, vibrant economic policy network, reaching out in cooperation with members, partners, internal and external stakeholders to strengthen the process using participatory leadership.

The real results of workshops like these depend on the commitment of every member of the team. If each person sustains the enthusiasm and cooperation demonstrated in the workshop, a very bright future is assured, not only for the participants, but also for the AMIR program and for Jordanians for generations to come.

Cathryn Goddard
Workshop Director
Coverdale Organization, Inc.



OVERVIEW

Initial Purposes Identified

One of the first acts in preparation for the workshop was to meet with AMIR management to determine initial purposes. These were reviewed and refined with each potential participant contacted in the course of preparing for the workshop.

When we look at individual objectives, when we exchange ideas regarding our personal aims, we soon discover our common purposes. Despite diversity of opinion, a resource to any team, that unity of purpose drove the development of the AMIR Workshop itself.

Workshop Purposes

- Exchange information between partners and help them to get to know each other better, clarifying
 - Progress to date
 - Outstanding issues
 - Roles and responsibilities.
- Strengthen cooperation between partners and external stakeholders
 - Jordanian organizations
 - USAID
 - Home Office
 - Field Office.
- Develop a shared vision of how to move forward together, including specific suggestions to strengthen the workplans
- Practice participatory methods in the retreat that will help the team when they return to work in their offices.

Anticipated Results

- A spirit of teamwork and cooperation
- Clarification among partners of how each one fits into the overall program
- Information usable as input to the work plan
- Consensus among partners/stakeholders about the next year
- Commitment to working together to realize shared objectives.

Workshop Preparation and Approach

A critical early consideration in preparing for a workshop is timing. Despite challenges involved with holding the workshop during Ramadhan, this timing meant few people would be traveling, so in effect, more key people would be available to participate. Arrangements were made to achieve a balance that accommodated both people fasting and people not fasting. In fact, for a non-off site location, remarkable focus on task was achieved during the three days.

Early Input from Logistics Team

To further the purpose of building a team, in early November, organizers met with the workshop committee, composed of people from the administration component who later formed the core of the logistics team. Using the half sheet method of the workshop, they identified the characteristics of an effective workshop that they ultimately realized in full:

- Invitation letter
- Confirm the attendance
- Name tags or tents
- Prepare the agenda
- A small introduction about the workshop

- Welcoming ceremony
- Teamwork
- Learn from each other
- Good listeners
- We serve as a model for the whole team

- Sound system
- Banner
- Facilities and equipment
- Breaks
- Prior planning

- Time management, punctuality, good use of time
- Different methods
 - Interesting tasks (serious content)
 - Fun task (light)
- Interesting written materials (not too much paper)
- Something to take home
- Attractive binders, using color

- Increased understanding
- Cooperation between the staff
- Respect others' opinions
- Coordination
- Beautiful location

- Active participation
- Report from the workshop
- Closing ceremony
- Evaluation

Eventually, folders to hold information about the workshop had to be selected, along with preparing supplies to allow active discussions while still capturing ideas. Flip charts, markers and half sheets of paper were purchased in quantity to facilitate the process.

For teamwork among participants, there must first be teamwork among the facilitation team. Several members of the AMIR team, including two people from the Investment Promotion Corporation, were trained in facilitation skills, using the same methods planned for the workshop. Most of these facilitators also had knowledge of the participants from working with them before.

Not all who participated in the training worked in coaching an individual team: many people are needed on and off stage to conduct a successful workshop, especially one with active participation. Everyone contributed, reflecting the characteristic cited above, “We serve as a model for the whole team.”

The output of this facilitation training also included brainstorming on purposes of the workshop, as well as an inventory of the facilitation trainees and the skills they brought to the team. This information was used in designing the flow of the workshop, based on years of experience in this field. Based on the facilitation training outputs as well as inputs from interviews with key stakeholders, Coverdale drafted a cafeteria of tasks as well as a flexible agenda for the workshop with daily purposes, and discussed it with AMIR management.

Input from Key Stakeholders

In workshop without a strong teambuilding purpose, organizers can set an agenda of their own choice and essentially force participants to comply with it. In the light of the AMIR Program purposes and its participants, this approach, known as traffic cop facilitation, was inappropriate. To ensure willing participation and cooperation, participants have direct input to the agenda during pre-workshop interviews, where their comments shape the agenda as well as the tasks.

With such a large number of participants, these interviews were regrouped as follows

- Key AMIR management
 - Field office
 - Home office
- Key Jordanian stakeholders
- Key USAID representative
- AMIR staff (in group meetings)

In a project of the scale of AMIR, increasing communication and understanding across components is a very important team building purpose. At the same time, the workshop had to balance its work planning purposes

too. Ultimately, Tuesday focused on work in component teams, introducing method and common language, allowing teams to consolidate. In each of the following components, teams looked back to the past and forward to the future together.

Andrew Griminger
Farhat Farhat
Ignacito Alvizo
Zaki Ayoubi

Wednesday, participants moved to crosscutting teams, using the methods they were by then used to, connecting them across components.

- Building Relationships
- Customer Service
- Info Access
- Info Dissemination
- Quality Assurance
- Training

At the end of the day, they also returned to their original teams to see incorporate the crosscutting recommendations information in their own components. These first two days involved the internal team and allowed participants to get acquainted, essentially preparing the participants to work together.

Thursday's primary purpose was to gather input from key Jordanian stakeholders. Following an overview from USAID, participants looked back to the past and forward to the future together. These brainstorming sessions, however, were qualitatively different because they included the perspective of the AMIR external stakeholders.

Nature of this Report

A report of this kind primarily documents the outputs of the working groups along with the presentations made in general session. We hope it also captures the participatory approach, the enthusiastic exchange of information, and the spirit of listening and mutual respect generated in the workshop itself.

Transcripts of the sessions follow, in the words of participants, respecting their input and supporting their efforts.

Preparing To Work Together

Introduction

After an opening Iftar for the internal team Monday evening, participants moved to the General Session room to prepare to work together. After a welcome by Steve Wade, Chief of Party, each person introduced him or herself to allow everyone to get to know people from the six components present.

Then they examined the overall purposes of the workshop as well as a schedule of the three days:

Tuesday	Component teams
Wednesday	Crosscutting teams
Thursday	Component teams with key Jordanian stakeholders

The following morning, Chemonics International's Vice President for the Middle East, Peter Bittner, gave opening remarks for the workshop (xxx you could insert something here or in annex. If shorter, put them here, if longer, move to annex).

The workshop director then introduced methods to facilitate teamwork in the breakout sessions, including brainstorming and roles in a team. In the first application, participants used half-sheets of paper to identify the characteristics of an effective team. They capture a wide variety of ideas quickly as follows.

Characteristics of an Effective Team

- Dedicated
- Fun
- Goal Oriented
- Communicative
- Comprehensive
- Cooperative
- Creative
- Systemative

Following this application, participants moved to Work Plan Groups, organized by policy objectives, to prepare to work together.

Task 1	Prepare to work together. Please agree on who will play which roles in the next task. Please rotate roles each group session. Then agree on the methods you will use to work together.
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Roles and Methods

In any team people can take responsibility for helping each other move forward by assuming certain roles that facilitate the process of working together. During Coverdale workshops we frequently ask participants to prepare to work together by identifying the roles they will play and the methods they will use to reach agreement.

Based on its years of experience conducting participatory workshops, The Coverdale Organization has seen that every team appears to function better (at brainstorming and other tasks) when the following general roles are filled:

- Internal Facilitator to facilitate discussion
- Chart manager to handle putting up the half sheets and collecting them for transcription
- Reporter to make the 3 minute report in general session
- Time keeper to help the team manage time
- Transcriber to transcribe the half sheets
- Actor(s) to plan the action, carry out the task and review it afterwards
- Observer(s) to help the team improve

Of course, everyone is an actor and anyone can observe. Acknowledging these roles recognizes that we all play multiple roles within any team. Knowing in advance what is expected of you allows you to contribute more fully. Leadership can emerge within this framework at any level, according to skills, according to knowledge, according to authority and according to circumstances.

In addition, the program provided the following roles to each team:

- External facilitator, to present tasks, clarify method and facilitate the process
- Group advisor, usually the component manager, to answer questions on the technical issues and be a resource person

Each group elaborated its own methods of working together. Participants worked enthusiastically to develop them, and subsequently used many of their methods during each of the subsequent tasks.

Component Team

Tuesday 14 December 1999

Introduction

Following the preparation to work together, participants worked the entire day in component teams.

Component	Group Advisor	Facilitator
Investment Promotion Corporation	Sam Morris	Muhammad Asfour/Rana Zayadin
Policy Reform	Farhat Farhat	Tanna Price
Capital Markets	Khursheed Choksy	Rawan Tell/Terri Kristalsky
Business Associations	Zaki Ayoubi	Sameera Qadoura
Sustainable Microfinance Initiative	Ignacio Alvizo	Hanadi Derhalli
Administration	Andy Griminger	Karen Roland

During this day, teams worked on three additional tasks, each with a different perspective:

- Overview of the component to date Task 2, looking backward
- Overview of the workplan Task 3, looking forward
- Communicating about the component others Task 4, reaching outward

This input began the process of clarifying the shared vision of each component, allowing everyone to speak in a common language. The subsequent reporting in general session, allowed teams to see how the pieces fit together, as well as the common threads that connect them.

One of the most useful functions of a workshop of this kind is the opportunity for participants who normally work together to focus on sharing information and experience in a convivial atmosphere. These tasks may be directly related to their day-to-day work, but outside of their usual working environment, free from distractions, interruptions and phone calls, they can take a fresh look at things

Task 2 encouraged participants to review the efforts of the component to date, identifying successes and difficulties as well as plans for dealing with the future (repeating and increasing successes, alleviating or avoiding difficulties).

As part of **Task 3**, component leaders provided an overview of the Workplan 2000. Subsequently, participants worked together to determine steps to accomplish these objectives.

At the end of the day, participants tackled **Task 4**, a lighter task designed to help them communicate with others what their component was doing. Each team presented a 3-minute commercial in General Session about its component.

As a consequence of these tasks, in addition to useful input to AMIR team building and workplanning, several components realized the importance of analyzing their accomplishments to date and communicating them more effectively to others.

The purpose of brainstorming is to generate a wide variety of fresh ideas from different perspectives. Subsequent to the workshop, component leaders were tasked with selected, from the many useful ideas

generated, key recommendations they intend to pursue in their workplans.

Many recommendations from the workshop will be used, but these particular ideas will be monitored as part of the workplanning process.

Several of the ideas fell into the area of administration and have therefore been grouped under administration, even when generated by a component team.

Task 2
Overview of component to date

“Please review your component’s activities using the following format”.

Task 3
Workplanning

“What steps can we take to ensure achievement of the workplan”

Task 2 - Overview of Component to Date Investment Promotion Corporation

“Please review your component’s activities using the following format”.

Successes

- 100 million in Pipeline
- Marketing strategy conceived
- Sectors and countries targeted
- New management in place
- New computer-based management system in place
- New computer-based investor tracking system in place
- Internet and email systems operational
- New Investment Promotion Corporation law nearing completion
- Airport office opened
- New building being negotiated
- Missions to the Gulf, Saudi Arabia and the Far East
- Restructuring to marketing orientation

Plans

- Bring to realization
- Implement
- Execute missions
- Keep in place
- Utilize and keep reliable
- Utilize
- Use for research
- Submit to Parliament
- Maintain quality of service
- Close the deal
- Follow up
- Implement first quarter 2000

Difficulties

- Slow Government of Jordan Response
- Investment Promotion Corporation not taken seriously by decision makers
- Still bureaucratic
- Public Sector mentality
- No reception
- Unqualified staff
- Poor English abilities
- What will happen after USAID is stopped
- Most staff don’t know FDI business
- Not customer oriented
- Location of Investment Promotion Corporation
- Not legally empowered



- Lack of Public Support
- Poor communication skills
- No cell phones for project office
- Emphasis on short term benefits
- Awful procurement procedures

Plans

- Investment Promotion Corporation need more power
- Investment Promotion Corporation to become the source
- Re Engineer the Investment Promotion Corporation
- Introduce theory management
- Put smart person at entrance
- Recruit qualified staff

- Language training
- Plan for financial sustainability
- Need staff adjustment
- Change mentality
- Move to business district
- Pass new law
- Public awareness campaign
- Training
- AMIR to provide
- Focus on long term
- Major reform needed

Task 3 - Workplanning Investment Promotion Corporation

“What steps can we take to ensure achievement of the workplan”

Pass new “investment law”

- King decrees new law
- Get approvals on laws
- Draft laws
- Implement laws
- Lobby government
- Synergy within AMIR Components
- Pass new law through parliament
- Include new investment law within the World Trade Organization package
- Provide public awareness of new laws

Become more customer service oriented

- Prioritize training requirements
- Held 6 sessions of training re service and image
- Stop consultant dependence
- Choose employees to be trained carefully
- Extend Sustainable Microfinance technical assistance
- Fund marketing plan
- Recruit qualified staff

Move to business district offices

- Move offices to business district
- Easy to be reached
- Investment Promotion Corporation business center office
- Obtain final government approval
- Presentable office
- More coordination between Investment Promotion Corporation and line ministries
- Lobby Government of Jordan

Develop a total “marketing orientation”

- Hire marketing oriented private sector people (3 or 4 at most)
- Make personnel assessment
- Downsize staff
- Board of directors approves management plan
- Increase understanding throughout Investment Promotion Corporation of Y2K goals to achieve a coherent effort
- Marketing Investment Promotion Corporation regionally
- Concentrate on Missions to targeted countries

Institute a “corporate make-over to increase awareness of Investment Promotion Corporation work”

- Establish and run a public awareness program

- Secure financing for make over
- Select professional ad agency
- Employ professional PR/Ad agency
- Carry 3 study tours to customer's service ordained institutions
- Use AMIR resources and advice
- Identify serious Public Relation Firm to undertake efforts
- Obtain long-term communications director for Investment Promotion Corporation
- Approve New image make over, logo, name and advertising campaign

Implement an aggressive 2000 marketing/promotional campaign

- Get ministers private sector involved
- Recruit qualified staff
- Fund marketing plan
- Professional staff
- Carry 2 marketing tours to Gulf area and Far East
- Provide target investors with sector target studies
- Recruit qualified marketing personnel

Task 2 - Overview of Component to Date Policy

“Please review your component’s activities using the following format”

Successes

- World Trade Organization and the Multilateral Trading System: All it brings to Jordan
 - Achieved a result World Trade Organization
 - Integration of Jordan into the Multilateral trading system
 - 17 Legislation in 14 months
 - Helping Jordan in accession to World Trade Organization
 - Amended laws to meet World Trade Organization rules and regulations
 - Farhat
- Development of local resources
 - Well- Developed private and public sector elements in a wide range of technical areas.
 - Help create strong well and participation for Jordanian counterparts.
 - Team
 - It is functioning
 - Excellent relationship with government
 - Choice of people
 - An effective tem of expatriates, local private and public sector elements
 - Approach to join the World Trade Organization
 - HQ identification of Short Term experts for World Trade Organization
 - Diversified extended team for World Trade Organization
- Information Based Decisions through Surveys
 - Knowledge survey and Custom survey
- REACH
 - Reach Initiative

Plan

- Identify Why? Case study on Jordan World Trade Organization
- Define/ analyze work program behind
- Enforce and implement
- Farhat
- Continue strong interaction
- Keep momentum
- Keep being responsive to their needs
- Keep the same members
- Continue team building and cooperation
- Cooperation between Government of Jordan and AMIR to join
- SOW well in advance
- Continue to identify needs and experts in details
- Integrated SWAT Teams
- Systematic regular information based decisions

Difficulties

- Communications
 - Communication among components
 - Poor communication
 - External perception IIPR =World Trade Organization
 - World Trade Organization Seattle Conference
 - Lack of info on progress on other non-World Trade Organization policy issues
 - Public dissemination of what World Trade Organization means impact for average Jordanian
- Staffing
 - Resource management
 - Lining up expatriates resources
 - Emergency tasks
- Implementation of World Trade Organization Laws
- Implementation and enforcement of the rules

Plans

- MIS system
- Cooperation
- Better communications, docs, reviews
- New public awareness campaign
- Regular status sheets, activities, who is doing what... what is coming up
- More seminars publications in common language
- More long-term experts and increase the pool of experts
- Better planning ahead of time
- Improve recruiting methods and incentives
- Incorporate into plans as contingency
- Training

Task 3 - Workplanning Policy

“What steps can we take to ensure achievement of the workplan”

Resources and staffing

- Prepare sow ahead of time
- Ensure international and local experts are lined up
- Detailed sow ASAP now
- Lining up recourse ASAP – Local experts
- Be sure all resources are available
- Increasing resources: (one person in policy component dedicated to training
- Increasing resources: develop capacity of an internal info interpreter (World Trade Organization terminology)
- More field office resources (training coordination)
- Ensure we have the qualified educated people
- Renown experts for the CB sub-component

Communication/Awareness

- World Trade Organization Glossary
- Create a systematic Awareness Campaign
- Step by end of Month 2000
- Develop World Trade Organization Website
- Public awareness concerning Jordan commitments and obligations

Building Consensus

- Team Work
- Have workshop for consensus building among players/stakeholders
- Reach agreement with clients on this work plan
- Informing the Government of Jordan about the plan
- Downloadable files on home page
- Give incentives for Government of Jordan employees

Coordination

- Coordinating with other donors on training
- Ensure coordination among various groups
- M&E/Project Management
- Begin all MIS Tasks now
- IIPR MIS Plan (assessments, specs, procurement, installations/training
- Complete all policy MIS by Jan 1, 2000
- Announce milestone successes as a way of keeping momentum
- Meet the deadlines to each task

Task 2 - Overview of Component to Date Business Associations

“Please review your component’s activities using the following format”

Successes

- 1st time a baseline of data on Business Associations via surveys
- Diagnostic Studies, Pioneering Strategic Plan
- 1st time strategic plan conducted :
 - MSN, Objectives, Programs
 - 6 grant programs and several mini-grants awarded
 - Training for Management of Business Associations
 - Advocacy, Public Relation / Communication, Membership Development, Leadership
 - Research on legal constraints for women in businesses

Results

- Business Associations know more about each other
- Business Associations have clear mission statement & objectives
- Business Associations initiate large advocacy effort in coalition with Jordan Vision 2020
- Use of Computers using same platform
- Business Associations Executive Roundtable
- Develop the AMIR’s Staff Performance
- Information Integration

Difficulties

- Business Associations to do more research to respond to issues
- Should develop a method of empowering women practically
- Business Associations Boards Don’t recognize importance of BA staff
- Need more coordination with Policy Component
- Training for the Business Associations staff
- Need better Staff (higher caliber)
- More concrete evidence in advocacy (encourages even more advocacy)
- Business Associations are not seen by government as important actors in public policy
- Attracting the right members & publicity
- Not enough coalition among Business Associations

Plans

- Strengthen Business Associations membership development
- Encourage cooperation among Business Associations
- More coordination with Policy Component
- Strengthen and focus training

Task 3 - Workplanning Business Association

“What steps can we take to ensure achievement of the workplan”

General

- Schedule the work plan
- Increase the number of staff
- Improve the financial section
- Organize the procedures and tasks
- Newsletters should be provided to Business Associations for the Executive directors
- Ensure that in-country arrangements for expat specialists are completed in timely fashion
- Change some procedures and methods
- Encourage successful Business Associations to provide TA to other Business Associations
- Adopting success from other components or projects
- Given a chance for other Business Associations to have mini grants during the year
- Strengthen Business Associations Initiative contacts with Business Associations
- We need consultants to provide Business Associations with new ideas and Knowledge
- Provide Business Associations with training courses on each task
- We should concentrate more on women roles in Business Associations
- Readiness to incorporate changes quickly and effectively as the arise
- Develop the training team



Coordination

- Prepare scope of work for task
- Improves sequencing of events
- Better coordination – AMIR/USAID/Subcontractors
- Better coordination of activities with other components (Policy)
- Cooperation between component and training department
- Coordination between AMIR and Chemonics International Home Office on processing paperwork for subcontractors important
- Mechanics- issue scopes of work in a timely fashion to subcontractors
- Meetings should be scheduled before each event

Communication

- Enhance communication with others
- Timely regular reporting involving all concerned
- Better communications among components
- Know about each event ahead of time
- Ensure that communications between Business Associations Initiative component and subcontractors are open and timely
- Business Associations Initiative needs to keep subcontractor informed on results of other tasks

Task 2 - Overview of Component to Date

Jordan Capital Market

“Please review your component’s activities using the following format”

Successes

- The component is established.
- Good personal links to clients
- The system is working (Emails, Computers,)
- Establishing offices at AMIR and capital markets
- Tasks already written
- Created the Work Plan for the component, accept contract very quickly.
- The establishment of the physical infrastructure very quickly.
- Accept of Government on the components and engaging them very quickly.
- Good Personal links to clients
- Establishing IT Infrastructure.
- Manage to get USAID approval to include Jordan Capital Market in AMIR.

Difficulties

- Not enough staff at the component
- Time frame, i.e. can we do it in 2 years
- Public awareness
- Inadequate Institutional link
- Focus on IT solutions before policy and procedural aspects.
- Communicating plans, strategic and roles among various offices and players.
- Not many people know about it and if so; they know too little.
- Prioritizing sub-tasks
- Identifying expanded staff
- Enlisting Jordanian Stock at other Capital Markets not given enough attention.
- Enlisting other foreign stock in Jordan Capital Markets
- No clear assignments are allocated to employees of the component

Task 3 - Workplanning Jordan Capital Market

“What steps can we take to ensure achievement of the workplan”

Successes

- Focussed Ideas
- Multi-party Task Coordinating
- Better time management
- Good overview of the Work Plan
- Good overview of tasks as for Capital Markets development
- Complexity and challenges of component getting clear
- We put good categories for measuring success of capital markets
- The Work Plan is produced
- We have a brain storming of new ideas
- Solution oriented team
- Excellent communication between team players
- Sharing Ideas and Solutions
- Identified outcomes of components

Difficulties

- Time limit make constraint, on expansion of new ideas.
- Lack of information available to members
- Initial understanding of component
- Determining priorities
- Too many things to manage.
- Maybe best to pick 3 only.
- Familiarity with modus operandi a “manual” pre-meeting.
- Limiting to 4 success vs difficulties missed some important issues.
- Always ran out of time

Plans

- Industry agreement
- To pick three only
- Pre-meeting manual
- Plan by ourselves for the whole session and time the tasks ourselves

Task 2 - Overview of Component to Date Administration

“Please review your component’s activities using the following format”.

Successes

- Andy on board
- Recruitment of excellent team
- Promotion Wafa
- Hiring good staff
- No body is leaving
- Keeping the high morale of staff
- Great team work
- All work together well
- Work hard to get things done
- Good admin team
- Healthy professional relationship
- Good communication
- Continued positive relations with USAID, counter parts and sub contractors
- Good communication with USAID
- Keeping amir running
- Movement and progress on all components
- Putting organizational chart for amir
- New organization
- Contracts complete
- Many tasks that cover many goals
- JCordan Capital Market component
- handling many sites

Difficulties

- Finish all task order documentation
- Follow up on tasks
- Find out more about USAID regulations
- Feed back and review of performance of quarterly and half yearly
- Dealing with Jordanian government officials
- Getting USAID approvals after the fact
- Waste of resources
- Support staff seen as critical
- Increased rolls and responsibilities
- Since the AMIR / Chemonics International team is a big team, need to define rolls of members clear to outsiders
- Being between component and dealing with all of them
- Speed / to slow

- Juggling multiple tasks and responsibilities
- Organizing tasks
- Bigger organization
- Controlling \ staying on top of multiple tasks
- A lot of work
- A lot of things to do

Plans

- Do not settle for less than the best with new hires
- Continue to email and use daily e mail
- Continue open dialogue , engagement and interaction
- Administration is the grease that keeps the wheel turning
- Keep the pace and work harder
- Review organization from time to time
- Continuing re organization as necessary
- Keep them working
- Refinement
- Quality assurance / by weekly meetings
- Cooperation in achieving objectives
- Receive an assessment and evaluation
- Better planning
- External controls is spent on expendables
- Withhold pay, let computers break down, do not procure anything for one week. That will show them
- Need for clearer definition of tasks and links of interaction
- Define roles and communicated to outsiders
- Prioritize tasks and move on to critical tasks
- Better time management and more efforts building relations
- Establishment of work plan
- Better organization
- A system of task tracking on a personal level
- Time management
- Increase work hour

Task 3 - Workplanning Administration

“What steps can we take to ensure achievement of the workplan”

Task Orders Management

- Defining Task Orders
- Reformat/simplify forms, i.e. Scope Of Work, Task Orders
- Operations Manual
- Resolve outstanding contractual issues
- Work done only with signed written instructions
- Revise job descriptions
- Establish level of effort for each task

Intranet

- Connection to USAID regulation site
- AMIR University
- Improve the communication system
- Website development completion
- Plan to manage exgternal site, like Investment Promotion Corporation, Amman Chamber of Commerce, etc. (IT and non-IT)



Tracking

- Add human resources where needed
- Ensuring deliverables before payment
- Organization of deliverable
- Complete financial tracking
- Budget tracking
- IQCs (administrative service contracts)
- Resolve tax statu
- Computer training for staff
- Staff training
- Better coordination with the Head Quarter staff
- Communication
- Sharing ideas between staff
- Brown bag lunches
- Meetings
- Bi-weekly quality assurance
- Admin meetings

Task 2 - Overview of Component to Date Sustainable Microfinance Initiative

“Please review your component’s activities using the following format”

Successes

Sustainable Microfinance Initiative

- Good repayment rate MFIs-More support-T.A.
- Began Microfinance Initiative-additional support
- New Microfinance Initiative-additional-Strengthen capabilities
- TWO new Microfinance Initiative-additional established-Work with Ministry of Planning and Government of Jordan to minimize and eliminate

Training

- Trained Microfinance Initiative field officers
- Trained main power for industry
- Established Sustainable Microfinance Initiative training program to provide 4 courses a year
- Began formal training program

Public awareness

- Succeeded in creating awareness and knowledge of sustainable microfinance
- Higher public awareness
- Public awareness increased
- Successful microfinance awards ceremony
- Excellent team capabilities

Credit Bureau

- Having good communication with USAID
- Open channels of communication-smooth cooperation
- Excellent partners (Ministry of Planning, Home Office, USAID, NGOs, Banks)
- Discovered positive market for credit bureau

Difficulties

- Moving the registration of the existing Sustainable Microfinance Initiative from the control of the government
- Subsidized credit
- Subsidized credit
- Creating an enabling environment for microfinance such as legal
- Limited markets
- Marketing for SMTP
- Finding the right MIS for Microfinance Initiative
- The flow of information
- Conflicting and unclear terminology

Plans

General

- Keep up the cooperation role with the Ministries most suitable to this line of business.
- Work with the government to minimize and eliminate subsidized credit
- Awareness (word not clear) policies

- Public awareness
- Upscale/Efficiency
- Market plans with Institute of Banking Studies.
- Keep looking for the best option
- It should be clear
- Develop and circulate

Credit Bureau

- Maintain more communication
- Support more interaction
- Finish all related legal & feasibility studies
- Continue

Task 3 Workplanning Sustainable Microfinance Initiative

“What steps can we take to ensure achievement of the workplan”

Environment

- Create a legal framework for the credit bureau
- Removal of microfinance constraints.
- Get the right legal environment
- Round tables discussions for policy and credit bureau
- Map out plans to improve Microfinance Institutions in Jordan

Administrative and personnel

- Start contracting consultants
- Plan, plan, plan and plan again
- Planning ahead
- Enforce the Sustainable Microfinance Initiative team work

Communications

- Communicate with partners
- Coordinate with partners
- Cooperation
- Good communication with USAID, Microfinance Institutions, Ministry of Planning, and other related partners.
- Sustainable Microfinance Initiative component teamwork

Technical

- Technical assistance to Microfinance Institutions
- Increase outreach for Microfinance Institutions
- Technical Assistance to Microfinance Institutions to increase their efficiency
- Training to enhance Microfinance Institutions' staff
- Build Capabilities (human resources) of Microfinance Institutions for productivity and efficiency
- Advanced training courses for Microfinance Institutions
- Immediate decision on the choice of MIS software
- Make available the needed expertise

Monitoring and reporting

- Reports from Microfinance Institutions
- Trouble shooting any areas in advance for Year 3 targets
- Regular follow up on performance
- Focus on timely reporting
- Periodic visits and field visits to the Microfinance Institutions
- Emphasized goals which have been achieved and even surpassed and why
- Compare results vs. targets
- Schedule regular staff meetings, expected vs. actual results
- Results against targets follow up

Public Awareness

- Increase public awareness about Sustainable Microfinance Initiative to increase lending

- Establish Microfinance Initiative association to advocate needs

Methodology

- Utilize skills of partners/other components
- Clearly define responsibilities
- Prioritize activities
- Define time frames

Crosscutting Themes Wednesday December 15, 1999

Introduction

Several themes cut across the workplan groups. During the preparation process for the workshop, six topics appeared suitable for the teams to work on, all critical for the effectiveness of AMIR.

Crosscut Team	Group Advisor	Facilitator
Taining	Peter Bittner	Sameera Qadoura
Quality Assurance	Richard Dreiman	Rana Zayadin
Customer Service	Dan Brown	Rawan Tell
Building Relationships	Yomna Mustafa	Hanadi Derhalli
Info Access	Steve Wade	Karen Roland
Info Dissemination	Andy Griminger	Tanna Price

A critical function of a workshop is to allow people within one component to see their interconnectedness to other parts of the program. This process allows not only the mixing of people and development of personal relationships that can sustain the flow of information, it also encourages an opening of ideas to other ways of thinking.

While the familiarity of component teams is necessary initially for methodical progress, the opportunity to share ideas with people working in other areas added a real energy to Wednesday's activities. Several participants reported both the usefulness of these sessions and the pleasure of going outside their own groups, making new contacts and sharing different perspectives.

Participants moved to these new groups, based on self-selection, but aiming for diversity of representation, so participants could later report new ideas to their workplan groups.

The crosscutting groups addressed the task initially internally (**Task 5**), as it applied to the internal AMIR team, subsequently externally (**Task 6**), as it applied to working with their Jordanian stakeholders.

At the end of the day, participants returned to the original component teams to find ways to incorporate the rich ideas generated in the crosscutting teams (**Task 7, Part 1**).

Finally, they looked at ways to strengthen professional development personally and jointly, as a means of improving effectiveness of the AMIR program and enhancing performance (**Task 7, Part 2**).

Task 5
Crosscut
Internal Perspective

Produce a list of ways to ensure more effective implementation of your subject.

Task 6
Crosscut
External Perspective

Produce a list of ways to ensure more effective implementation of your subject.

Task 5 - Internal Perspective Quality Assurance

"Produce a list of ways to ensure more effective implementation of your subject"

Quality Standards

- Team/group review
- Consensus on purpose
- Achievable
- Easy to use, understand, apply
- Meet deadline
- Immediate reaction is "YES"
- Complete, comprehensive
- Follow-up impact

Human Resources

- Performance evaluation
- Establish individual quality standards
- Keep it fun
- Specialized training
- Clear definition of rules
- Higher pay for junior staff so don't go AWOL
- Effective leadership on all levels

Communication

- Open communication
- Ask/clarify others expectation
- Presume good will
- The fact that USAID is cooperative shouldn't mean that the AMIR takes advantage of that
- Acknowledge quality
- Acknowledge errors without insult in order to avoid future mistakes
- View each component as quality team
- Strong promotion activities
- Be the theme team
- Define quality slogan
- Quality team comparison

Standards

- Establish reports, for target, results, quality
- Incrementally review progress vis-à-vis standards
- Define goals
- Set quantitative goals
- More timely reporting on results
- Have a good and realistic workplan
- Each component should develop process to make sure things are not overlooked
- Post quality stands for all to see
- Establish quality standards for each activity product output

Coordination

- There should be more coordination between prime and sub contractors

- There should be more inter component coordination to look for way to take advantage of possible synergy
- Regular meetings
- Have short term workplan for each component to avoid too many last minute requests
- Scheduled meeting exam expectations vs actual sharing info

Task 6 - External Perspective Quality Assurance

"Produce a list of ways to ensure more effective implementation of your subject"

Communication

- Establish contact with customers
- Open and candid communications
- Training/public awareness
- Customer should be constantly informed of developments that concern them
- State benefits
- 2 way communication

Review

- Have round table discussions for feed back
- Should inform customer when we believe they are not living up to their end of the bargain
- Participate in quality reviews with partners
- Complete formal evaluation of interaction
- Get consistent feedback from partners

Cooperation

- Customers should be drawn into the planning and implementation of activities (not just the AMIR retreat)
- When appropriate customer should review SOW' before carrying out activities
- Target strengths and weaknesses of partners so that to allocate tasks appropriately
- Two way street on quality assurance issues

Standards

- Good preparation before events
- Assist partners in quality standards for products
- Assist partners in identifying clients, customer, constituents
- Distinguish target, results, outcomes from quality
- Institute quality program with all partners
- Establish expectations and validate
- Encourage Questions and Answers slogans
- Insure clients needs

Client Satisfaction

- Define expectations
- Establish positive rapport
- Transfer notion of quality to partners

Task 5 - Internal Perspective Info Dissemination

"Produce a list of ways to ensure more effective implementation of your subject"

Purposes

- Effective advocacy requires a communication program to carry the message / position
- Raising awareness of participants
- Increased policy effectiveness
- Learn more about this topic
- Popular awareness of AMIR goals
- Increase public knowledge of WTO benefits
- Improve understanding
- Understanding what the various components do
- Learn more
- Communication is N.B. to avoid confusion/conflict within AMIR
- Women's right and equity with men
- "Market" Jordan for foreign investors
- Define the bridges between public and AMIR
- Come up with new ideas
- Improve and learn new ideas
- Get new ideas and methods
- Clarify expectations
- Better rules of communication with AMIR's and sub contractors



Internal Respective

- Relationships
- Establish personal relationships
- To know each other better and who does what
- Ways to : (1) tea at American Club (2) Argileh (3) receptions/parties (4) Pajama parties
- Free Margarita's at Gerry Andersen' house daily
- Dead sea Movenpick retreats
- Develop trust
- Better distribution of reports and discussion of reports
- Discuss reports
- Subcontractors strengths to be known to all components and other sub contractors
- Visit sub contractor's offices
- Communication with sub contractors
- USAID regulations to be user friendly
- AMIR Intranet
- Web site
- AMIR WWW site
- AMIR - USAID computer link where possible

- Periodic meetings between Chemonics Head Quarter and US based sub contractors
- Communicate present events by e mail what's going on
- Communication
- Communication with USAID

- Sharing information
- Talk to each other within AMIR
- CC emails
- Staff training on communication
- Brown bag lunches
- Have a work plan

- Make plans for future known to everybody
- Manualized opens
- Publish monthly AMIR newsletter for staff, sub contractors and USAID
- Monthly newsletter
- Learn more about other components within AMIR
- AMIR newsletter with updates form each component

- Constant meetings
- Staff meetings
- Scheduled meetings within AMIR components
- Old scheduled meetings within AMIR components
- Monthly "extended" meeting where all the "family" meets and discuss progress, plans, etc..
- Continuous updating by meeting (short and regular)

- Meetings for info, when needed, not just for the sake of meeting
- Identify the roles of players and make them known to everybody
- Clarify roles of partners
- Understand my role / Responsibility
- Communicate capabilities

Task 6 -External Perspective Info Dissemination

"Produce a list of ways to ensure more effective implementation of your subject"

Info Dissemination

- Service Recipients/Clients
- Clients to contribute to AMIR's website
- Raise awareness on a specific issue regarding its benefits through TV, radio, newspapers, newsletters, flyers, websites
- Data collection & dissemination of information

- Each component to brief clients on AMIR's activities
- WEB
- Regular newsletters
- Brochures
- Introduce ourselves

- Publicize the parts (components) not the whole AMIR
- Intranet with government and clients
- Similar to internal
 - Newsletter
 - Websites
 - Regular meetings.

- AMIR website available to all
- Website
- Internet, newsletters, brochures, ads, TV spots, mass mailings,
- Trade shows, missions – i.e. marketing and promotion to enhance awareness of services provided
- Lunches, dinners with key ministry people “the shmooze factor”

- High exposure to events to exhibit successes of AMIR component
- Public relations with partners
- Update contact list
- Survey first – what does the public know about Capital Markets, Microfinance, etc.
- Getting them involved in the process
- Anticipate needs of clients

External Perspective (ADVOCACY)

- Mass media for the masses
- Public awareness through website
- Brochures / website
- Distribute AMIR pamphlets, leaflets
- Raise awareness of the public on issue to advocate for through TV, radio, newspapers, newsletters, flyers, websites

- Surveys: demography, laws associated with issue to advocate for and give suggestions to solve problems
- His Majesty publicizes his objectives and support of the programs
- Invite officials

- Invite to meetings and presentations
- Seminar for ministers at Dead Sea Movenpick to inform and influence support for AMIR
- Be aware of new government issues in order to respond

- Executive and Ministerial level workshop
- Roundtable discussions
- Data/analysis – package them
- Delivery mechanisms
 - Press releases and conferences
 - Special reports

- Public Events
 - Seminars
 - Conferences
- Seminars, symposia
- Meetings/workshops
- Conduct seminars
- Providing information by reports/studies
- Newspapers, success stories in Micro Finance

- Advertisement – radio, tv, newspapers
- TV, Spots about AMIR
- Each component to present its successes to government
- Customer service unit within each component
- Customer service

Task 5 - Internal Perspective Training

"Produce a list of ways to ensure more effective implementation of your subject"

Internal Staff

- Send employees on training assignments abroad
- Conduct training courses to employees on certain computer programs
- Computer training for Administrative Assistant
- Hold on the job training sessions to improve performance and assure qualify
- Focus on individual needs
- Individual counseling

Organizational Coordination

- Logistical support to component provided training
- Feed back
- Good communication with various partners
- Regular coordination meetings with components
- Provide the necessary resources
- Put targets
- Regular review of targets
- Study the needs
- Training department aware of each component's work plan
- Hold meetings with other components to exchange ideas and know the latest developments
- Establish structure of information flow
- Training unit assigns a "customer services rep" to each component
- Internal work plan to introduce people and services provided by the training department
- Monthly review meetings with each component to review training needs and plans
- Work plans should be prepared in manner to allow training unit to see total scope of training needs for the year
- Looking for new training opportunities
- Get feed back from trainees
- Information on training opportunities
- Yearly training plan
- Test new ideas and improve
- Annual plan
- Proper planning and coordination between the Training Department and the components and Administration Department



Task 6 - External Perspective Training

"Produce a list of ways to ensure more effective implementation of your subject"

Information and Communication

- Set the unit with specialization in the component needs – functions.
- Acquaint customers with AMIR project tasks and objectives.
- Look for new training opportunities.
- Each component have a better understanding of the training dept.
- Coordinate with training units of clients
- Coordinate with components; subcontractors
- More/ better understanding of each component
- Keep partners informed of training opportunities

Local Capacity Building

- Training unit should consider outsourcing programs to Jordanian groups, helps assure sustainability.
e.g. Arab Academy, Banking
- Enhance relationships with government educational authorities
- Train the Training Managers of client organizations

Planning

- Assess actual results VS targets
- Get needs from components and partners
- Training needs assessment of clients
- Prepare yearly Work Plans
- Set targets
- Have an annual brainstorming Workshops on the training needs

Monitoring and Evaluation

- Define training objectives and how to measure benefits
- Get regular feedback from trainees
- Good and open communications with component and partners
- Identify problems within the unit and discuss with components
- Feedback form, (includes opinions about the trainer content of the event, logistical: Admin. Arrangements.

Methods and Types of Training

- The task of the consultant: the trainer
- Genera VS on-the-job and follow-up training
- Flexibility and responding to the client's needs
- Invite celebrities to Jordan to give courses to AMIR employees and customers
- Provide variety of training methodologies on job training

Task 5 - Internal Perspective Customer Service

"Produce a list of ways to ensure more effective implementation of your subject"

Planning

- Research
- Benefit from our services
- Know your customer
- Study customer needs
- Listen to your clients
- Understand customer apprehensions

Communication Methods & Tools

- Newsletter
- AMIR website: enhance/update
- Feedback
- Using daily emails
- Proactive
- Know more about AMIR products and services
- Everyone clearly understands goals and is committed to achieving them
- Representative from each component attends every event, then briefs own component team in small, informal meetings

Production Management

- Maintain continuous contact
- Results-oriented, problem-solving approach
- Training
- Systems development
- Components' interaction
- Help/cooperation between components
- Weekly meeting
- Regular Meetings
- Reports exchanged within component
- Teamwork
- Listening to each other
- Events participation by all components: one person from non-related component
- Clear distribution of tasks/roles within AMIR team

Task 6 - External Perspective Customer Service

"Produce a list of ways to ensure more effective implementation of your subject"

What will guarantee sustainability?

- Push forward reforms
- Work on parallel tracks
- Have the same vision
- Handout /training material
- Monthly /regular meeting
- Financial support and non financial support
- Focus on service to institutions, not to personalities
- Study tour



What happens after AMIR?

- Customer would like to see a joint agreement and not imposing ideas
- We are bit stupid! We have the background and the experience and we are willing to learn and to develop our country

Is there a good Return on Investment?

- Ensure customers understand what inputs are needed then.
- The right selection of short term consultant
- The right selection of long term expatriates
- Technical Assistance
- Reach agreement with customer about goals, process and schedule before beginning to implement
- More achievements with less cost
- High quality training

Task and Goals

- Advertisement
- Good communications
- Meetings and accurate appointments
- Brochures , News letters
- Study tours
- Keep our door opened for customers
- Update of AMIR activities
- Be accommodating and flexible long as goals are achieved
- Knowledge about grants
- Regular visits to associations
- Understanding the needs
- Working together
- Training workshops
- News letters
- Website
- Fun activity

Task 5 - Internal Perspective Info Access

"Produce a list of ways to ensure more effective implementation of your subject"

Purposes

- **Efficiency**
 - Efficiency of AMIR Team
 - Efficiency of system
- **Reporting**
 - Reporting to USAID
- **Quality**
 - Quality of reporting
- **Better Decision Making**
 - Helping the team and the Home Office in making quick decisions
- **Sustainability**

Brainstorm

Efficiency

- More comprehensive website
- Good communication system
- Using an intranet to simplify access to info
- Staff training
- Training to promote/encourage efficiency
- Real time understanding of budget allocation
- Get valid info to correct person at the correct time
- Filtering info
- Intranet implementation
- Better outreach to USAID (so they understand our system)
- AMIR "family" feedback on subject routinely
- Optimize intra-AMIR system connection
- More staffing
- Latest technology
- Better organization of central files
- Better training (AMIR Staff)
- Good system and up to date
- Training sessions
- Good training produces quality work in most cases
- Efficient inputting of information
- Good information technology equipment

Reporting

- Archive reports in PDF - Web-based data access
- Have the AMIR library

Quality

Better Decision Making

Sustainability

- Maintaining our own info to avoid dependency on USAID
- Electronic data achieving

Task 6 - External Perspective Info Access

"Produce a list of ways to ensure more effective implementation of your subject"

Categories

- Implementation of task ideas Externally.
- External Partners Organizations Business Associations, Investment Promotion Company, Institute of Banking Studies, Management Information System, Micro Finance Institutions, Amman Stock Exchange, Jordan Securities Commission, Security Depositary Center, others.

Brainstorm

Efficiency

- Providing E-mail to Promote Communication
- Providing Networks for Sharing Information
- Web based and Management Information System for Micro Finance Institutions
- Continue the process of high speed connections between Components such as Investment Promotion Company

Reporting

- Provide Relevant Database to Promote efficiency and get reporting we want
- Provide reporting mechanisms to partners

Quality

- Have a comprehensive website
- Providing websites
- Updating external organizations of new system
- Increase no. of Information Technology staff at AMIR
- Provide Adequate system targeted to Organizations needs
- Provide border implications to the new Jordan (i.e. REACH, e-government, Jordan Telecommunication)
- Provide Information Technology and not Information Technology support to External.
- Provide Investment Promotion Company with assistance in the field of info tech (Training + Equipment)
- Providing hardware and Software
- Targeted, Periodic meetings with USAID on AMIR Info Systems
- Providing support for Information Technology

Better Decision Making:

- Targeted, Periodic meetings with partners to determine Info needs, potential links and inform them about our system
- Implement meetings with others.

Sustainability

- Training sessions for external partner organizations
- Training promotes sustainability

- Provide Information Technology training for partner organizations Information Technology departments
- Provide training for external partners.
- Computer based training for Institute of Banking Studies and partners.

Task 5 -Internal Perspective Building Relationships

"Produce a list of ways to ensure more effective implementation of your subject"

True Participation

- Given anticipated increased workload to avoid stress on relationships need for all involved parties in Scope of Work preparation.
- Updates on work plans / upcoming tasks.
- Inform each subcontractor, teams regarding what is going on.
- Give rewards, recognition for excellence to help in creating group spirit.
- Mutual respect among expatriates and locals instituted.
- More meetings between firms in D.C.
- More meetings between administrative staff of firms.
- Plan ahead together.
- Be part of plan before hand.
- Longer lead time on issues and requests from the field office.
- To have an agenda / work plan.
- Program Planning periodic reviews (every 2 months?) with subcontractors in a component on status of both technical and administrative issues to ensure input and smooth running.
- Better teaming.
- Better planning together Jordanians and expatriates.
- Open mind.

Clarify Authorities and Responsibilities

- Be aware of each person's roles / responsibilities.
- Understanding the roles and responsibilities of everyone on the team.
- Proper introduction of personnel.
- Build consensus.
- Give more time for getting to know people through events.
- Creating stronger and better internal management and tracking system.
- Important to let external AMIR clients know whose who.
- Clear communication.
- Regular communication.
- Continued compliance with USAID of AMIR regulations.
- Mutual respect.

Learning from our experiences.

- To have a way to learn from the successes and failures of tasks in order to be more effective and mutually beneficial.
- Internal evaluation, optimization, lessons learnt, to become more efficient.
- Maxing out on learning from our mistakes / successes through internal evaluation.
- Have regular reviews for AMIR teams regarding products.
- To use the same rules of judging the work.
- Have a way to measure performance objectively.
- Would like to see the outputs from components.

- More systematic information dissemination.
- Exchange mutual benefits, exchange mutual benefits.
- Visit AMIR web site.
- Using daily email system (AMIR field office).
- Use e mail effectively.
- Hold debriefing meetings as per each activity.
- Hold social meetings, gatherings.
- Hold biweekly planning (action) review meetings.
- Have more retreats (picnics).
- Hold daily (15 minutes) coffee break.
- Build trust.
- Maintain regular communication.
- Clear and written communications.
- Understanding.
- Establish contacts.
- Have agenda.
- Local sub-contractors visit to D.C.
- To exchange mutual benefits.
- To know each other.
- Open communication.
- Tight communication structure. Ensure that communication is clear, written and constant.
- Standardize mode of operations, including periodic reviews of subs-feedback.
- Better communication on what the other components are doing work-wise.
- Work at building of existing human resources within AMIR (build on talents).
- Internal reward system.

Task 6 External Perspective Building Relationships

"Produce a list of ways to ensure more effective implementation of your subject"

Information Dissemination

- Strengthen existing structure for dissemination of information (website, printed materials, brochures)
- Issue biweekly news leaf let
- Carry out public awareness campaign via T.V
- Enrich AMIR website
- Hyperlink AMIR website Where?
- Clarify to AMIR team authorities & responsibilities of clients
- Establish a database of key contacts by component
- Clarify to clients/USAID authorities & responsibilities of AMIR team
- Have a methodology

Communication

- Held biweekly meetings between components leaders + private + public sector leaders
- More regular meetings with USAID/Clients
- Continue to do what we are doing - good level of involvement and interaction
- Reaching a wider audience through our work - so far focus is with key offices only
- Not to have communication limits to component leaders
- Appoint senior level (Component Leader level) communication modeler
- Clarify client expectations from AMIR
- Deal with difficulty of changing counterparts and having to re-introduce AMIR
- Leverage AMIR's good reactions with new economic council

Lessons learned:

- Lessons learnt from client/AMIR experiences
- Seek and evaluate feedback of other parties
- Feedback from other parties
- Identify problems causing lack of communication
- Communication in a two way process
- Evaluation
- Maintain level of cooperation with external friends
- Exchange experiences with neighbor countries programs

Task 7

Putting crosscutting information to use

Produce a list of ideas from the crosscutting teams you wish to apply in your component's workplan

Task 7 - Putting crosscutting information to use Investment Promotion Corporation

"Using Crosscut Information"

Quality assurance team:

- Enhance communication between AMIR/ US AID/ Investment Promotion Corporation by having monthly meetings
- Develop HR capacity at Investment Promotion Corporation so that work there will be more
 - Develop mission statement for Investment Promotion Corporation
 - Establish a standard setting process for Investment Promotion Corporation in terms of goals to be achieved.
 - T. A.
 - Training.

Customer service team:

- Set and implement goals.
- Have same expectations.
- More training (tech+admin) of Investment Promotion Corporation staff.
- Create database at Investment Promotion Corporation.
- Communication.
- Cooperation.
- Support.
- Guidance

Building relationships:

- Need for 'pacing' of inputs - determined by Investment Promotion Corporation management.
- 'Exit' strategy for consultants to be planned now.
- Investment Promotion Corporation management need to spend time at Washington DC with consultant.
- Share information.
- Exchange progress reports.

Information access team:

- Absence of qualified IT personals at Investment Promotion Corporation.
- No web site for Investment Promotion Corporation (under construction)
- No high speed Internet connection with AMIR.

Self improvement:

- Get involved with GOJ economic decision making.
- Work more in other components. (micro finance)
- Get more education in the field of MIS.
- Would like to visit similar corporations abroad.(Ireland, USA..)
- Get more familiar with the IT industry.
- Emphasis quality and timing.
- Get involved with pre planning.
- Become the first e-government organization. (Private!!!)
- Get more educated in the field of e-business.

- Work with research analysis. (SAS)
- Work with database build up.
- More work in computerized accounting.
- Work with micro finance.
- I would like to learn Arabic.

Task 7 - Putting crosscutting information to use Improved Implementation of Policy Reform - Blue

"Using Crosscut Information"

Customer Service

- Hear from customers – regarding their concerns
- Identify clearly products services of policy component by partner/customer/client:
 - S GOJ
 - S Parliament
 - S Bas
 - S Investors
- know your customer and target their needs
- Follow up:
 - S Completed projects
 - S Implementation

Training

- Train
 - S Train
 - S Train
- Print out complete training plan for the entire year

Information access and dissemination

- Create and intranet with all the information accessible to all involved
- Create clear method of 2-way communication
- Interaction between several MIS programs
- Intranet and internal newsletter
- Ministerial workshops, newspaper ads of success stories, video, CD ROM
- Do TV spots on what WTO means and its benefits for Jordan
- Put AMIR's year 200 workplan on the internet
- Online availability of all reports
- Organize and annual televised annual AMIR symposium
- Establish WTO homesite/page
- Report recurring themes in various groups

Quality Assurance

- Define quality standards for consultants' reports in SOWs
- Clear quality guidelines on written reports, presentations, interactions
- Agree on standards of quality assurance for work
- Report + project overview and feedback
- Complete comprehensive reports

Building relationships

- True participation in preparing SOWs
- Review policy workplan in mini workshop with GOJ partners

- Involve all key Jordanian partners in WTO case study success story workshop
- Similar retreat for policy component only
- Social interaction with clients/staff/teams
- Quarterly meetings with components on crosscutting issues
- SOWs on intranet, template and guidelines for SOWs on intranet

part 2

- Apprentice ++ interns using existing models
- Overseas training tours
- Study tours to other countries with similar experience
- Ask for higher pay
- It's a project not an institution
- Short-term consultants briefing and de-briefing
- Include Home Office in relevant tours
- Work towards graduating from USAID
- More interaction with other components
- Internal brown bag discussion sessions
- Weekly brown bag luncheon at AMIR
- Interaction with other components
- More staff hired
- Begin the process of documenting the AMIR experience
- Training, training, training
- More IT training
- More IT training, focused
- Short training programs (personal not group to increase interaction with other parties in other countries and disciplines) on
 - S WTO
 - S Macroeconomics
 - S Public management
- True participation in preparation of SOWs

Task 7 - Putting crosscutting information to use Business Association Initiative

"Using Crosscut Information"

Information Dissemination

- Target your clients and do “attractive” packages on how to present them.
- Raising awareness in the general public re: Business Association Initiative and how to get access to them and their services.
- Produce a list of ideas from the crosscutting teams.
- Publicize Business Association Initiative events and programs to create public awareness, e.g. press release.
- Continue communications/PR training to support advocacy.

Training:

- Better planning
- Better communication and flow of info.
- Better coordination, regular meetings, with component leaders.
- Feed Back and evaluation
- Better management and planing

Customer Services:

- Communications
- Website and info.
- Training and study tours
- Advertisements
- What after AMIR?

Other component

- Building relations
- Keep information flowing
- Enough time span.

Professional Development

Management

- Management Training Strategic planing
- Develop accounting and computer skills
- Better public relations
- Strategic planning
- Time management
- Effective public speaking
- Training in rules and regulations of USAID
- Training in media handling

Personal



- Meeting people and public relations
- Computer programs
- Valuable courses
- Interaction with other staff
- Getting new skills and ideas from short termers

- Time management effective public speaking
- Building relationships
- Computer training (MORE)
- Flexibility
- Initiative: instead of staying on the receiving end

Exposure

- Exposure to new task
- Exposure to new persons
- Exposure to new organizations

Task 7 - Putting crosscutting information to use Capital Markets

"Using Crosscut Information"

Cross Cutting Information

Information Access

- Staff training
- Development of IT department

Information Dissemination

- To have all AMIR consultants reports available.
- Public Awareness of internal information
- Building intranet
- Communication and info sharing within component
- Sharing lessons learned across component

Training

- Simplify the capital markets message
- The training unit needs to meet with capital markets clients

Building Relationships

- Build trust and confidence early
- Create some social opportunities
- Meeting with new people from different organizations
- Team work
- Consultants Capital Markets team should eat in the cafeteria.

Quality Assurance

- Discuss problems

Customer services

- Meet early with capital markets clients to determine their info needs practices
- Listening to new ideas.

Professional Development

- Training sessions
- Professional training in relevant to the particular person area
- Each person should give a lecture to AMIR staff
- Continual computer and language upgrading
- Focus on IT Systems and AMIR IT Systems
- Get subcontractor to do training
- Provide training funds for self-development
- Employee reviews should identify interest work.

Successes

- Identify many points
- Sharing, Ideas and solutions
- Lots of good ideas
- Good communication skills
- Good Discussions
- We reached concrete proposals
- We had a team spirit
- Some difficulty with understand what is the concept/ scope of our tasks

Difficulties

- Prioritizing and implementing
- Delivering on expectations related to training
- Time was short.

Part 2

Professional Development

Training Sessions

- Professional training in areas relevant to the particular person's areas
- Each consultant should give a lecture on what s/he did for AMIR staff before s/he leaves
- Continual computer/language upgrading
- Focus on IT matters (wave of future)
- Get subcontractors to do training
- Give an opportunity for the AMIR staff to participate in local and external symposia on topics relevant to the component work

Motivation

- Provide training funds for self-development as performance bonus
- Employees have key role in professional development, not just AMIR responsibilities
- Participation
- Sharing ideas
- Teamwork

Resources

- Have access to periodical information on each component activity, say capital markets, WTO, etc.

Individual assessment

- Employee reviews should identify skills, interests, weakness, then agree on 2-3 professional developments for the next 12 months

The environment

- Favorable environment for professional development

Task 7 - Putting crosscutting information to use Administration

"Using Crosscut Information"

Professional Development

- Computer training
- Training
- Improve my computer skills to a very advanced level
- Updated computer skills
- Computer skills
- Annual personnel performance review
- Kept informed on his/her performance
- Rewarded
- Learn Arabic Language
- Consolidate skills through training

- Provide in-house training from staff who have skills which are transferable
- Job training
- Train staff according to interests and skills – develop new personal strengths
- Transfer of knowledge on technical and administrative issues from Home Office staff
- Get non-computer skills – business English

- Implement bigger IT projects
- Building unique skills
- Resume writing training
- Sharpen resume
- Assist staff in early development of resumes and reference letters

- Develop and update resume
- Provide positive and constructive feedback to personnel and on performance
- Learn as much as possible from AMIR
- Learn more
- More familiarity with technical topics ie. Microfinance

- Kept informed
- Collection of up-to-date data regarding various specialties
- More exposure w/clients who may be potential employers
- Networking
- Take on more responsibilities that are more challenging

- Assist in special projects
- Take every opportunity to attend all events
- Attend seminars and workshops
- Training
- Project extension
- Amend the project add \$100 million and keep it going for next 10 years

Task 7 - Putting crosscutting information to use Sustainable Microfinance Initiative

"Using Crosscut Information"

Sustainable Microfinance Initiative component cross section analysis

- Include various partners in the planing
- Take the partners approval and feedback and SOW for various tasks and consultations
- Formal review or output vs. standards
- Round table chats
- Market needs/demand
- Focus on local capacity building
- Brainstorming sessions with partners
- Prepare SOW and plan in advance
- Define cline/partner expectations
- Open communications with various components
- Set standards and check
- Resolve issue of planning with counterparts ahead of time



Career development

Informal Training

- Skills training for administration staff
- Have training on microfinance
- Training
- Provide various training opportunities to staff-general training courses
- OJT with partners/collaborators
- Offer tuition reimbursement
- Job counseling

Formal Training

- Expand IT competency skills
- Entrepreneurship training
- Encourage external training
- Leadership training
- Scholarships for local staff

Administration

- Utilize existing untapped skills
- Project leadership should define what resources are available for training staff internally and externally, what project will pay for etc.
- Modify job description
- Supervisors should be held responsible for working with their staff to identify prof dev goals staff should set general goals, supervisors should help chart steps
- Attend workshops for all the component if possible to increase knowledge
- Have regular general staff meeting to inform all on all components

Cross Training

- Allow shifting for staff between components
- Component interaction
- In house study tours
- Rotation to other components

Input from Key Jordanian Stakeholders Thursday December 16, 1999

Introduction

A special purpose of the last day of the workshop was to gather input from key Jordanian stakeholders. Jon Lindborg, USAID Director of the Office of Economic Opportunities provided an overview of the project, acknowledging the contributions of the many people present.

This presentation also clarified for many participants, used to working only within one component, of how the pieces of the AMIR project, fit together. The strength of the AMIR partnership between USAID and the Chemonics International Team was reflected in this overview that allowed all individual stakeholders to see themselves within a shared vision of the whole.

Following introductions of those who joined the group on Thursday and an overview on method, participants proceeded to component teams to conduct parallel tasks to what the internal team had worked on Tuesday. The purpose of selecting similar tasks was to focus on the internal team's perspective on Tuesday, and on understanding the key Jordanian stakeholders' perspective on Thursday.

Participants worked in five groups, as follows:

Component	Group Advisor	Facilitator
Investment Promotion Corporation and Policy Reform	Hussein Dabbas	Muhammad Asfour/Tanna Price
Capital Markets	Khursheed Choksy	Rawan Tell/Terri Kristalsky
Business Associations	Zaki Ayoubi	Sameera Qadoura
Sustainable Microfinance Initiative	Ignacito Alvizo	Hanadi Derhalli
Administration	Andy Griminger	Karen Roland

Participants prepared to work together, selecting roles and methods (**Task 8**).

Task 9 encouraged participants to review the efforts of the component to date, identifying successes and difficulties as well as plans for dealing with the future (repeating and increasing successes, alleviating or avoiding difficulties).

As part of **Task 10**, component leaders provided an overview of the Workplan 2000. Subsequently, participants worked together to determine steps to accomplish these objectives.

Task 11, gave participants an opportunity to consider linkages across components. A pre-printed form encouraged participants to indicate to other components their interest in learning more about their activities, proposing joint projects or joint training together.

The opportunity for the various partners to work together in a relaxed atmosphere, looking backwards to glean lessons and forward to plan together, reinforced both the sense of teamwork and the future content of the workplans.

The quality of the relationships developed during the course of the AMIR program was reflected in the spirit of teamwork and cooperation exhibited by each of the teams, as well as the commitment of key Jordanian stakeholders to supporting the realization of the workplans.

Task 9
Overview of Component to Date

Task 10
What resources or actions do we need to realize this plan ?
How can each of us contribute ?

Task 9 -Overview of Component to Date Investment Promotion Corporation

“Please review your component’s activities using the following format.”

Roadmap

Difficulties

- Simplifying business registration/licensing Procedures
- Clarification of registration procedures @ Dead Sea
- Licensing procedures of Investment projects
- Follow up to Dead Sea Workshop and World Trade Organization

Plans

- Increased emphasis on year 2000
- High-level support for simplifying first step in investment process
- Convert to E-government
- Implement the recommendations of the Road Map study by each relevant department



Investment Promotion Corporation Image & Public Relations

Difficulties

- Lack of awareness of Investment Promotion Corporation in the United States of America
- Lack of integration of sectoral programs with other organizations especially the Jordan-United States Business Partnership
- “DEW” System for major investor plans
- Investment Promotion Corporation location
- Investor reception
- Investment Promotion Corporation is not effectively taking credit for FDI coming into Jordan
- Investment Promotion Corporation & Government of Jordan
- Investment Promotion Corporation not aware of big projects
- Institutional interaction and acceptance
- Investment Promotion Corporation not related to other Agency
- No clear role
- Related government agencies have short-term vision
- Investment Promotion Corporation not receiving the support/respect it should be getting from government
- Investment is not the only national institution dealing with investment. Leads to investor confusion
- Investment Promotion Corporation not being taken seriously

Plans

- Move to business district
- Move into new offices with state of the art telecom system and modern reception area
- Become the center

- Teamwork; Involvement of outside partners; Stress importance/ necessity
- Investment Promotion Corporation & Industrial Estate/Free Zone one-body
- Investment Promotion Corporation to become the focus of investment
- Think big and long term
- Define Investment Promotion Corporation as the only institution responsible for investment promotion
- Give Investment Promotion Corporation power

Bureaucracy

Difficulties

- Difficult to get away from bureaucratic thinking
- Bureaucratic hurdles
- Salaries (staff)
- Old impeding mentalities
- Permission slips to leave office to meet investors
- Governmental work routine of Investment Promotion Corporation work (audit bureau, supplies, department regulations)
- Red tape and petty rules
- Budget and financial support
- Public sector mentality
- Staffing
- Need for stronger technology specialists in selected sectors

Plans

- Change as soon as possible
- Give Investment Promotion Corporation more authority/autonomy
- Government/Donors participation
- Keep trying
- Get rid of impeding rules
- Shift Investment Promotion Corporation to private sector management
- Full independence
- Management by objectives
- Introduce private sector practices among Investment Promotion Corporation staff
- Have only top of the line
- Incentives; Rewards; Acknowledgment

Investor Road Map

Successes

- Opened Investment Promotion Corporation office at airport
- Study tours to Far East and Gulf area
- Registration workshop at Dead Sea participation high
- Investment Promotion Corporation customers happy
- Investors visiting Investment Promotion Corporation are impressed with the service they receive

Plans

- Do more
- Management by objectives

- Introduce private sector practices among Investment Promotion Corporation staff
- Have only top of the line
- Incentives; Rewards; Acknowledgment
- Investment Promotion Corporation is more focused now than it was two years ago
- Investment Promotion Corporation is a lot more investor-friendly than it used to be
- Follow up?
- Regular follow-up with customers

Institution Building

- Institutional maturity
- Acceptance of Investment Promotion Corporations role in the enhancement of the business environment
- Improved Investment Promotion Corporation image and performance
- More flexibility
- Managed to create awareness on the importance of FDI
- Institutional maturity
- Investors trust the Investment Promotion Corporation Promotion Team
- Investors are happy with the Investment Promotion Corporation services
- Cooperation with some govt agencies
- Project Officers doing a great job
- His Majesty is taking on the task of Promoting Jordan for investment
- Nice office at airport
- Information Technology System/MIS
- CDG-Al Jidara – good overall human interaction –team spirit
- Recruitment of Hussein Dab Business Associations to Investment Promotion Corporation

Plans

- Continue assuming the role and effective interaction
- Continue adopting strategic management plans
- Rigorous regular review and feedback
- Hire more to support their work
- Maintain it
- Keep him

Training

- Build Personal and good relationship of trust with the investor
- Training to enhance skills of management and promotion staff
- Personnel development

Plans

- More if someone trains you, pass that knowledge onto a co-worker
- Increase ability to implement training
- Train Decision-makers of the Government of Jordan
- Continue training
- Workshops
- Training sessions

Task 10

Investment Promotion Corporation

“Resources and Actions”

Image Building and Relocation

- Lobby Prime Minister & Parliament to relocate decision
- Question: what/who? Is standing between us and the new building?
- Lobby Government of Jordan
- Use the Investment Promotion Corporation relocation as a milestone to change image
- Investment Promotion Corporation website
- Hyperlink AMIR and Investment Promotion Corporation website
- Action plan and timetable for relocation
- United States Agency for International Development concurrence

Personnel:

- Continue training
- Training to Investment Promotion Corporation employees
- Punishment when necessary
- Rewards and incentives
- Experts, local and international
- Recruit professionals in marketing
- International and local experts are available
- Recruit young, dynamic staff

Institutional Sustainability:

- Update and implement institutional strategy
- Strengthen relations with the related investment agencies
- Coordinate the work between Investment Promotion Corporation Departments
- Investment Promotion Corporation to take **Bold** actions to improve
- Investment Promotion Corporation to impose Investment Promotion Corporation agenda on Government of Jordan
- Keep changing to the best
- Get more financial support
- Autonomy and authority over personnel and administration – Lobby Government of Jordan
- Emphasis, priority on Investor’s Road Map
- Institute, regular systematic reviews: internal, customer
- Strategy for support from Palace for Investment Promotion Corporation (United States Agency for International Development, Reach)
- More authority
- Be the focal point for all investors
- Bi-weekly informal discussion sessions: workload/pipeline, upcoming issue
- Run Investment Promotion Corporation like a business, with expectations of results and incentives to achieve those results
- Create regular review process

- Prepare Scope of Work ahead of time true participation in Scope of Work preparation
- Invite key decision makers and old mentality, bureaucratic employees
- Preliminary internal workshop with Investment Promotion Corporation and partisans; then follow up workshop with Government of Jordan
- Use of AMIR resources to enhance Investment Promotion Corporation “whenever available”
- More coordination among AMIR components
- Reach agreement with our clients on this workplan
- 1-hour brainstorm to do detailed, comprehensive diagnosis of Investment Promotion Corporation; identify team reality
- Great work Investment Promotion Corporation, keep it up!

Individual Contributions

- Assist Investment Promotion Corporation management to increase FDI through my IDA Ireland experience
- Assist Investment Promotion Corporation management through my corporate contacts to increase FDI
- Teamwork
- Be Sincere
- Be optimistic
- Keep up the good work
- Nag
- Enhance and bridge linkage to customs department
- Coordinate with AMIR
- Take the bull by the horn
- Make the hard decisions
- Develop counterparts
- Share information
- Training
- Encouragement to/with my co-workers
- Work overtime
- Pressure others and nag to complete their side of the project
- Be persistent
- Set personal deadlines and goals - stick to them!
- Cooperate with AMIR to provide support to Investment Promotion Corporation
- Ensure Head Office/Field Office focus on Investment Promotion Corporation
- Share information
- Weekly or regular meeting
- Teamwork
- Clear rules and responsibility
- Ready anytime for any information related to customs issues
- Follow-up with respective agencies through Investment Promotion Corporation
- Continuous interaction with Investment Promotion Corporation
- Ask for feedback
- Ensure quality of experts

- Explain Y theory of management every chance I get with Investment Promotion Corporation staff
- Carry out tasks (network cabling, procurement) efficiently
- Support, support, support, support, support
- Surveys and information collection
- Ensure new Investment Promotion Corporation offices functional
- Assist in MIS/Information Technology System support and maintenance

Task 9 - Overview of Component to Date Business Associations

Capacity Building

- Flexibility in program budget helped in shifting activities according to specific needs
- Increased membership
- Enhance institution building of Jordan Trade Association
- Workplan for Amman Chamber of Commerce for the first time in its history
- 6 Organizational Development Grant grants for 6 Business Associations in 1999
- Strategic planning
- Improved efficiency and performance as a result of the Organizational Development Grant
- Conducted Surveys of constraints to women's development: economic and legal
- Increase number of activities: Training, Trade delegation
- Technical assistance and commodities provided to Business Associations to enhance their capabilities and services
- Access to qualified experts. Future advice is monitoring of development and suggestion of speakers
- Partnership: social rehabilitation, save its children, research department of Jordan University
- Better services for members through the grant
- Activated business incubator
- Organizational suggestions: to increase Business Association service quality and number of activities
- Establishing of the competitiveness team
- Business Associations executives roundtable
- Developing a strategic plan for new IT industry association

Training & Communication

- Training in Aqaba - Business Associations and US orientation: enthusiastic reception by participants
- US Study tour for Business Associations executives
- Training and awareness on hot issues
- Successful workshops: workshops on amendments of economic laws and e-commerce
- Professional training
- Awareness on legal issues and business issues
- Internet access and website development
- Directory on business women in progress
- Directory on legal court cases in progress

Coalition Building

- Vision 2020 initiative
- Developing the reach initiative
- Cooperative membership: Take ownership jointly; team building
- Facilitate cooperation between Business Associations: continued roundtables; cooperation activities
- Stronger and increased cooperation among Business Associations's
- Coalition building as a result of Vision 2020
- Business Associations alliance as a result of Vision 2020 and other activities organized by AMIR
- Participation with other Business Associations's in developing a framework for future growth
- Empowerment of Business Associations's: coalition building and cooperative lobbying

- Shared vision among Business Associations's: more cooperation, less negative competition
- Networking in Jordan and abroad

Difficulties

- Business Associations reorganization yields benefits that may require additional help to maintain membership and services
- People do not know how to get access to Business Associations services and membership: raise awareness in the general public on how to get services and membership
- Public awareness: more campaigns, state results and services, include in strategy
- Joint advocacy: adopt mechanism for process for associations to work jointly on issues
- Non-cooperation from some Business Associations's top management: more training for them to play a better role
- Staff enthusiasm for Business Associations training not always shared, understood or supported by board: expose board to implement "best practices" and change cultures
- Funds not enough: more funds
- Mini grants distribution
- Prior assumption before allocating funds, take it or leave option
- Advocacy program was not useful
- Non-follow up of the results of workshops and seminars: more coordination and cooperation
- No clear ideas about the budget (overall budget of Business Associations component)
- Business Associations services development not well advertised: better marketing and info on services to members
- Communicating the REACH initiative to stakeholders and potential investors: develop a Communication plan, awareness campaign
- Failed to reach consensus regarding the form of the new Information Technology association, it was half cooked: revisit with core group
- Advisors and Scope of Work to be more customized to country and Business Associations in order to achieve more benefit
- Non-availability of success stories: share successes among Business Associations

Task 10 - Workplan Realization

Business Associations

Advocacy

- Contribution: Joint promotion of REACH initiative through a comprehensive communication plan.
- Promote: joint advocacy through alliances:
- 1st issue will be analyzed and implemented with interested Business Associations's.
- 2nd encourage implementation and follow-up of JV2020 and REACH recommendations.
- Very short time for advocacy. It should spread over a period of time.
- Business Associations Boards need to select policy issue to be analyzed and each Business Associations should have a government relations committee established to manage its advocacy program.
- Advocacy alliances with other business association.
- Empower Business Associations's for advocacy.
- Flexibility in the implementation program to handle policy issue and advocacy since they are related.
- Advocacy needs cooperation – select lead Business Associations and other two support organizations for implementation.

Public Relations

- Hire PR consultant for all associations (help someone set up a Public Relations Company)
- More Public Awareness
- Public Awareness on Business Associations roles and services in an easy and understandable language for the general public.

Cooperation/Communication

- Capability building: Share experiences of Business Associations in the Arab neighboring countries (success stories)
- Shared office space and facilities.
- Shared calendars of activities to minimize conflicts
- Coordination meetings among Business Associations and AMIR
- Promote joint activities that generate income for Business Associations
- Conduct coordination meetings among all players
- Share “lessons learned” in all activities
- Share success stories of specific Business Associations activities
- Events calendar of Business Associations on Web
- Facilitate Meetings among Business Associations boards of directors

Technical Assistance /Feed-Business Associations

- Focus on leadership in Business Associations
- Recruit and involve potential leaders
- Training of Decision makers/management
- Business Associations management must be aware of timing and sequencing of policy analysis advocacy and Public Relations consultant, greater Business Associations/Business Associations consolidation to agree on realistic time
- Flexibility to accommodate different reads of Business Associations
- Advocacy – get feed Business Associations from recipient on professional support for advocacy prior to the activity

- Flexibility of the program
- Tech Assistant local consultants Activate the Jordan competitiveness network

Task 9 - Overview of Component to Date Capital Markets

Successes

- Succeeded in selecting location for Capital Markets Component.
- Agree on the detained requirements of the depository
- Building Team
- SDC action plan
- Set-up of office and staffing in a timely manner

- Finalizing the work plan of the component
- High extent of cooperation with ASE/JSC/SDC Institutions
- Getting work plan consensus in short-time
- AMIR plan has been, accepted by CM authorities
- Bring the capital markets institution to work together through AMIR

- Identify the difficulties of the capital markets.
- Engagement of the senior policy makers
- Keep the lines open

Difficulties

- Training was not consolidated.
- Coordinating project activities with other projects
- Coordination
- Cooperation with other Donner
- Communication

- E-Mails, between AMIR and JSC, ASE and SDC
- Staff are insufficient
- Interfacing of trading and depository systems
- Initiating new activity in a Business Associations' Background of on-going activity
- Managing immediate needs/concerns vs. long term concerns/needs

- Multi-tasking by program
- Not a lot of time to do whatever we need to do
- Prioritizing duties
- We have not set criteria for evaluation of plan implementation

Plans

- Start new training
- Coordination committee
- Email Directory
- To have more staff
- Adjust the trading system
- See longer-term needs
- Common goal
- Get better at multi-tasking
- Fast trade
- Quantitative standards

Task 10 - Workplan Realization

Capital Markets

Successes

- Be on time with work product
- Stay focused on tasks
- Remain relevant
- To modify the time schedule of the plan when necessary
- We need public awareness campaign on Capital Markets
- We need over view and frequent evaluation
- Identify support resources
- Finalize staffing
- To further break-down the Workplan to trace it to individuals

Resources

- Facilitating understanding of the plan
- Staff not just financial resources
- Prioritize tasks
- Assess the need for tech. Expertise and consultants and take actions accordingly

Contribution

- Understand of Plan
- Get the parties to understand the Workplan
- Helping to identify expertise
- Help solve problems and “bureaucratic” bottlenecks
- Money
- Provide human resources needed to implement the work plan (from the institution)
- Identify the needs arriving from implementation of the plan
- Quarterly review of the Work Plan
- Cooperation with other Donner and institutions
- Participation in building the work plan
- To handout the work plan for consultants upon arriving

Task 9 - Overview of Component to Date Administration

Successes

Staff

- Expanding the Administration Team
- Implementing staff training program
- Recruitment of an excellent team
- Hiring new staff
- Synergy
- Raises
- Promotions

General

Difficulties

- Work hard to go down the hill just as smoothly
- Maintain Information Technology Department structure
- Continue and increase Head Office/Field Office communication

Plans

- Reach the top relatively smoothly with lots of hard work
- Consistent technical support
- Head Office provided solid support
- Andy's open-door policy

Relations

- Nobody is leaving
- Good team relations
- Good working environment
- Established Social Committee
- High achievement
- Flexibility
- Team spirit
- Hard work
- Good relations with United States Agency for International Development
- Good relations with Head Office



Financials

Difficulties

- Constantly revised methodology
- Continue innovation
- Management Monitoring and Evaluation

Plans

- Faster processing of cheques – Accountant Assistant - People paid on time
- Quarterly reports

Difficulties

- Roles of support staff are not clear to outsider
- Not enough knowledge of other components
- Communication with government officials
- Some internal staff need better ‘big-picture’ perspective of project

Plans

- Internal newsletters
- Introduce ourselves through meetings
- Increased exposure to technical tasks by senior management
- Define roles

Knowledge

Difficulties

- Some people do not know that much computers
- Not enough routine in some tasks
- Slow procedures about the exemption letters

Plans

- Better coordination and communication with the Ministry of Planning/Ministry of Finance
- Training
- Develop manuals / standard operating procedures

Information Flow

Difficulty

- Lack of information
- Need daily awareness of “what’s going on today”
- Communications inefficiencies internally Head Office/Field Office
- Having All AMIR and subs writing all email to Community Development Group/Al Jidara
- Not everyone uses the daily email
- Office-wide use of Management Monitoring and Evaluation system incomplete
- Some people do not know what’s happening in the office

Plans

- Provide AMIR magazine & AMIR Intranet
- Regular staff meetings
- Send interoffice email
- Consistent use of daily email
- Install necessary system for that
- Increased training – staff takes ownership

General

Difficulties

- Having the grantees work according to one system
- A lot of things to do in a short time
- Voicemail system needs “once and for all” solution

Plans

- Report them to Lucent Head Office
- More grantees training

- time management

Rules

Difficulties

- Big number of rules
- Not enough knowledge of United States Agency for International Development regulations
- The FAR is too FAT

Review Successes

- Great time
- Having Rana reporting
- Consensus among group on assignment
- Good ideas
- Everyone participated

- Good team relations
- Participation
- Excellent attitude
- Let us work together next time
- Good spirit
- Great work

Review

Difficulties

- People talk at the same time
- Organize
- Because it was great work, there were hardly any difficulties
- A lot of people talking at the same time
- We do not have a stakeholder

- Timing too long
- Everyone talked at the same time
- Too much repetition of brainstorming tasks

Plans

- Understanding the tasks
- Facilitator should explain more
- Add a stakeholder
- Cut the time in half
- Be brief
- Team leader
- Think harder

Task 10 - Workplan Realization Administration - Red

“Management Monitoring and Evaluation System”

Expectations

- Make work easier
- Get info fast and easy
- Reminder to get job done
- To be able to issue country clearance requests
- Easier filing of deliverables
- STTA checklist
- Less time consuming
- Updated info
- All events will be available to all staff
- Better planning
- The Management Monitoring and Evaluation system should help me in having more ability to financial tracking of the Grants
- To have a manual for the system
- Provide staff with a manual

Difficulties

- I have not expectations because I was told that it won't help me as a Front Desk Asst.
- No idea what Management Monitoring and Evaluation system can do, or how it can be used for my work.
- Not all staff are using the system
- More available info on the system
- People do not know all the Management Monitoring and Evaluation system parts
- More training on the Management Monitoring and Evaluation grants side
- Training
- Don't know enough about the system
- Need more training for all the staff
- Need at least training in general in order to possibly make use of it
- Better understanding for the Administrative Assistant to understand their role
- Constant change in the system.
- Monthly events are not added in the system
- More than one style to the name tags
- Delete the initial to have space for the name tag except for His Excellency (H.E.)

End Results

- Manual
- Make general sessions.
- Get training
- Have a meeting – gather all ideas from all the staff in order to finalize the system
- Encourage staff to use the system
- Constant update for the contact list

Task 9 - Overview of Component to Date Sustainable Microfinance Initiative

Building Linkages

- Good communication
- Government positive response
- Good relationships with the Ministry of Planning/SPP
- Good relations
- Good communications
- Exposure to external resources

Environment

- Qualified motivated Microfinance Institutions Managers
- New legal structure

New Enteramts

- Two new Microfinance Institutions
- Establish 2 new Microfinance Institutions
- Supporting 2 existing Microfinance Institutions
- Established 2 new Microfinance Institutions
- Establishment of 2 new Microfinance Institutions and support other Microfinance Institutions
- Be able to establish a Microfinance Institution
- Approval and establishment of Ahli Microfinance Company as subsidiary of Jordan National Bank
- Getting Business Associations into Microfinance

Ongoing Training

- 16 local trainers are qualified as Microfinance training specialists
- Finish successfully study tours/Egypt/Bolivia
- Supported continued learning via study tours
- Study tours

System Results

- Good repayment—or a start
- Systems conducive to sustainability
- Ability to produce results
- Good repayment rates for the industry
- Saw expansion of existing Microfinance Institutions's

Public Awareness

- Ability to have many leads/clients in the market
- Public awareness of Microfinance
- Successful public awareness
- Public awareness
- Strong media campaign
- Increase awareness

Sustainable Microfinance Training Program

- Establishment of sustainable microfinance training program
- Successfully finish the training of trainers program
- Establish the Microfinance training program at the Institute of Banking Studies
- 51 participants trained on the sustainable microfinance practitioner course and Advanced course

- Began SMTP via Training of Trainers-begin Business Associations Advanced course
- Establish the practitioners microfinance training

Microfinance Institutions Association/Credit Bureau

- Began discussion of microfinance association
- Credit bureau
- Create/establish credit bureau
- Establishing good grounds for the credit bureau
- Determined positive environment for credit bureau-Enter phase 2
- Credit Bureau wholesale lending good start

Difficulties

- Register the company due to government rules
- Government Regulations
- Central Business Associations
- Micro entrepreneur lack of bookkeeping costing
- Everybody want piece of the success pie
- Market distorting subsidized competitor
- Sharing Info
- Market Saturation
- Market distortion by subsidized credit
- Weak legal system
- Information exchange between Microfinance Institutions
- Common understanding of industry
- Fraud, Inefficiencies
- High overheads
- Introducing savings
- Participation in policy making efforts
- Funding
- Governance
- Trained qualified human resources
- Lack of timely information in uniform format
- Find the best available MIS for Microfinance Institutions
- External linkages
- Lack of Technical Support
- Building capacity to meet growing demand
- Some of the microfinance constraints were not removed last year as planned
- Lack of proper training

Plans

- Keep an open channel with the government
- Dialogue
- Get them involved
- Implement nationwide micro entrepreneur training
- Hands off
- More forward capital market

- Microfinance Association
- Planning
- Keep up the good work
- Lobbying effort

- Coordination to agree on mechanism
- Bring in more players
- Implement use of internal controls, audit, governance standards rates
- Efficiency
- Get the central Business Associations involved

- Quarterly reviews
- Raise awareness among private
- Clear macro-regulation/Law
- More training
- Nationwide standards

- Keep looking
- Committees/association
- Clear Scope of Works so that Head Office can provide support
- Keep an open eye
- More work with United States Agency for International Development & Ministry of Planning
- Bring in consultants/trainers on Credit Bureau

Task 10 - Workplan Realization

Sustainable Microfinance Initiative

Human Resources Development

- Facilitate role out of micro entrepreneur training
- Well-trained staff should be available
- Harvard training and Business Associations' training
- Microfinance association is a must
- Promote more interaction: AMIR-Microfinance Institutions
- Local regional microfinance seminar
- Yearly plan for training needs
- Training plan schedule from AMIR
- Reward staff or COSE to cooperation

Funding

Whole sale lending facility to be ready is the 3rd quarter of year 2000

- Continuous source of funds
- Proper fund management
- Local commercial funding
- Emphasize local market funding for Microfinance Institutions expansion

Technical assistance

Fast track credit bureau feasibility

- Get use of existing credit bureau institutions
- Provide exposure for system development
- Continuous training and up-dating information
- Quarterly review of action plan
- Replanning strategies

Policy

- Kill DEF Director lending
- Promote external exposure of FMIs staff management, i.e. study tours
- Draft and legislate consumer credit act
- More support from the government to remove microfinance growth constraints
- Clear and defined policy to execute the business plan
- Establish the microfinance association
- Micro-Association speed-up

Coordination links

- Keep good and good communication with partners
- Tripartite discussion-policy level (government-donors-practitioners)
- Strong linkage between different stakeholders

How can each of us contribute?

- Financial and non-financial support
- Hurry toward FMI association
- Conduct needs assessment, requests and listen/make it happen
- Measurable goals
- Participate in association

- Measure performance against standards
- Assist results versus actual
- Keep good reporting system regular and on time
- Continue to increase commercialization of Microfinance Institutions
- Keep public awareness campaign going

- Government support for microfinance policy reforms
- More effective government coordination and communication
- Provide timely/quality technical assistance
- Provide support to Microfinance Institutions
- Communicate openly

- Try hard to achieve the set targets
- Keep contacts with AMIR, United States Agency for International Development other Microfinance Institutions's to see total results
- Strong and continuous follow-up
- Encourage patronage of Her Majesty Queen Rania
- Develop the staff capacity

ANNEX 1

Introductory comments of Mr. Peter Bittner Senior Vice President, Chemonics International

Welcome again.

As I was formulating my thoughts about what to say this morning, I thought back to Steve Wade's opening comments at the retreat in March 1998. Steve presented a vision for AMIR's contributions to Jordan that focused on economic growth. I share this vision, but would like to add several other points.

What is AMIR? AMIR is about:

- Building a microfinance industry
- Strengthening business associations to improve their services to members and their capacity to lobby government for improvements in the climate for trade and investment
- Improving the Investment Promotion Corporation, with an aim to attracting more foreign investment
- Streamlining customs, to make it easy to do business in Jordan
- Policy reform, particularly WTO accession
- More recently, AMIR is about development of capital markets

Most of all, AMIR is about change – changing attitudes, changing people, changing systems and changing the old ways of doing things

- It's about moving into the 21st century
- It's about growth and jobs for us and more opportunity for our children and for future generations

What else is AMIR about?

- It's about teamwork, and hard work. Several years ago Chemonics was implementing a project with the Ministry of Tourism and Antiquities. The project had been operating a year and was coming to a close. During the year, our team leader, Sandra Chesrown, had been working very hard and long hours to get the project off the ground. It was not uncommon for Sandi to work 6-7 days a week from 8am to 8pm. On one of the last days before she was to close down the office, Sandi was stopped by one of the building guards on her way out. The guard said that he wanted to thank her personally for all her hard work and for caring about Jordan more than some members of his own ministry. Sandi was really touched by his comments. As you can imagine, she felt that all her hard work had just been rewarded by one person who had noticed her efforts.
- It's about Jordanian talent. The Jordanian members of our team have held together and carried us Americans from time to time. Fred Nustas has called himself "Mr. 24 hours". You should also know that many, many of our staff could easily be called "Ms. 7 days a week,

365 days a year”.

- It’s about looking for solutions, not problems
- It’s about people such as Rula Omeish (our “mother-in-law”), who represents the best in USAID’s
- support to our efforts. And it’s about another USAID officer who wrote me a letter to tell me thanks for my efforts in building a team effort. I have been working in this business for nearly 25 years. AMIR is at the top of my list of one of the most effective and dynamic partnerships between USAID, our subcontractors and our Jordanian partners.

Our legacy should be that we made a difference. We set a new standard. We formed a base of change for future generations.

On a personal note, Ramzi Kavar met me at the door of the hotel yesterday on the way into the Iftar. He told me there was a certain young lady that I had to see before I left. I asked if he meant Linda, his wife, because I had just seen her the day before. Ramzi said no, that it was his daughter, Yasmine, and I had to read her a story. It seems that about a year ago, I had given her a few books from the US and when Ramzi told her that I was returning to Amman she asked whether I could read a story or two while I was her.

So, Ramzi, the answer is yes. I would be delighted to read Yasmine a story. I have evidently touched her the way that all of you Jordanians have touched me in my few years of coming to your country.

In closing, we have come a long way, but we have lots of challenges ahead. However, I am confident that with this team in place we are well positioned to absorb these new challenges and any roadblocks that come our way.

Overall Impression

The results of the general survey conducted at the end of this workshop are broken down as follows :

- 8 Excellent overall
- 12 Very good in general
- 1 Good in most respects
- 3 Disappointing in most respects
- 0 Poor overall

A sample of participant feedback :

“Team work generates results, and allows people to be exposed to various ideas”

“As an outsider, I learnt a lot about AMIR Program and plans. The process was interesting as well”

“I learned that I was not adequately aware of the activities that other components were implementing. Many of which relate to my component’s work”

“I hope to implement what I learned by continuous revision to the end findings of this workshop and keep open and regular communication with all partners to achieve the required results and to explore the new ideas from this workshop”

“We had great experience and feed back from our stakeholders”.

“I think we all really benefitted from trying to practice the idea of brain storming for problem solving and evaluation, even in real life”

“The best features of the workshop was having everybody related to AMIR in one room, which will improve relationships and bring new ideas to increase cooperation. I suggest to have a retreat of one day every six months”

Some suggested improvements :

- Find another time besides Ramadan.
- Include other methods than brainstorming and tasks on prioritization.
- Define topics more clearly, choose clearer topics.
- Shorten the review period after each task.
- More specific training for facilitators in less time.

AGENDA

IFTAR

Monday, 13 December 1999

- 4:40 Mealtime
- 5:40 Prayer time/coffee
- 6:00 Welcoming remarks from Steven Wade, AMIR Chief of Party
- 6:05 Workshop overview:
 - 54. Personal introductions
 - 55. Workshop purposes
 - 56. Overall schedule
 - 57. Group selection for next day*
- 7:00 Wrap-up

* During the first day of the workshop, all participants will work in one of the following component teams:

<u>Component Teams</u>	<u>Color</u>	<u>Facilitator</u>
Investment Promotion (IP)	Green	Mohammad Asfour
Policy (POL)	Blue	Tanna Price
Sustainable Micro-finance Institutions (SMI)	Gold	Hanadi Derhalli/Terri Kristalsky
Business Associations (BA)	Orange	Sameera Qadoura
Capital Markets (CM)	Ivory	Rawan Tell
Administration (ADMIN)	Red	Karen Roland

A brief management meeting with component leaders to review roles and responsibilities during the workshop will follow the wrap-up.

DAY ONE

Tuesday, 14 December 1999

8:30	General Session	Welcome, Peter Bittner, Chemonics International, SVP Overview, including bringing newcomers up to speed Methods and applications S Brainstorming S Roles in a team S Review
9:15	Teams	Task 1: Roles and methods (by component teams)
9:35		Task 2: Overview of component to date Successes, difficulties, plans for repeating successes and alleviating difficulties
10:20		Review of how team cooperated on task
10:35	BREAK	
10:50	General Session	Reports
11:30	BREAK	
12:00	Teams	Overview of Workplan

12:15		Task 3 : What steps can we take to ensure achievement of the Workplan?
12:35		Review of how team cooperated on task
12:45	BREAK	
12:55	Teams	Task 4: Communicating what we're doing to others
1:30		Review of how team cooperated on task
1:40	General Session	Reports (from Tasks 3 and 4)
		Selection of crosscutting teams
2:30	FINISH	

DAY TWO

Wednesday, 15 December 1999

8:30	General Session	Review
9:00	Teams	Task 5 : Crosscutting teams, internal perspective
9:45		Review of how team cooperated on task
10:00	BREAK	
10:15	Teams	Task 6 : Crosscutting teams, external perspective
11:00		Review of how team cooperated on task
11:15	General Session	Reports (from Tasks 5 and 6)
12:15	BREAK	
12:45	Teams	Task 7: Return to component teams
1:30		Review of how team cooperated on task
1:45	General Session	Reports
2:15	FINISH	

Note on crosscutting teams

The tasks on the 15th are crosscutting and the participants will be in mixed teams, not their component teams, to encourage linkages and to open them up. We'll ask them to brainstorm from the following subjects (6 tasks will be selected from this list).

<u>Crosscutting Teams</u>	<u>Color</u>	<u>Facilitator</u>
Information access	Red	Karen Roland
Information dissemination	Blue	Tanna Price
Training	Orange	Sameera Qadoura
Building relationships	Gold	Hanadi Derhalli
Quality assurance	Green	Rana Zayadin
Customer service	Ivory	Rawan Tall

In the first round (**Task 5**), each group will brainstorm ways to increase/strengthen/improve/assure one of the above topics internally (for the AMIR team), and then in the next round (**Task 6**), the same team will examine the same topic externally (for your customers).

The last task of the day (**Task 7**) will be back in component teams, looking at how to integrate all this rich crosscutting information into the component and its Workplan. At the end of this reporting brainstorm, participants will examine how to strengthen professional development within the team, to ensure personal growth and career development while serving the project's interests.

DAY THREE

Thursday, 16 December 1999

8:30	General Session	Welcome for new participants, Steve Wade Overview: USAID's Perspective Jon Lindborg, Economic Opportunities Office Director USAID Explanation of day's schedule Methods S Brainstorming S Roles in a team S Review
9:15	Teams	Task 8: Agree on roles and method
9:30		Task 9: Overview of component to date Successes, difficulties, plans for repeating successes and alleviating difficulties
10:15		Input from key subcontractors
10:25		Review of how team cooperated on task
10:40		BREAK
10:45		Overview of proposed Workplan
11:00		Task 10: What do we need to realize this plan? How can each of us contribute?
11:45		Review of how team cooperated on task
12:00		Task 11: Note for other component teams, areas of interests, linkages, and potential joint efforts
12:15		BREAK
12:45	General Session	Reports (from Tasks 9 and 10)
1:45		Evaluation
2:00		Closing Remarks
2:30		FINISH